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NATIONAL ACADEMY  
OF PUBLIC ADMINISTRATION1225 Connecticut Avenue, N.W. Washington, D.C. 20036  
202/828-6500

DD/A Registry

81-0598

March 12, 1981

DD/A REGISTRY

FILE: ReportsMEMORANDUM

To: Members, National Academy of Public Administration

From: George H. Esser

Two week-ends ago I drafted the enclosed report to you on the work of the Academy. When I asked a senior staff member to review it, his judgment was terse--"It's too optimistic."

Maybe he was right. I am an optimist. I believe in the Academy and its mission. I believe, with some passion, in the ability of Americans to exercise both governance and citizenship. And I believe that in a time when many citizens are dissatisfied with the quality of their government--be it federal, state or local--the Academy and its membership can be a significant force for identifying and advocating corrective measures. A Presidency for the 1980s demonstrates the common sense that Academy members can bring to complex issues--and incidentally we are in the second printing of that panel report.

My message today relates to the basic state of health of the Academy. As I write I am conscious of the effort so many of you put into Academy activities--on panels, in ad hoc groups to advise the Executive Branch or the Congress, in teaching NIPA seminars, in contributing to the Academy's Endowment Fund, and by participating in other Academy functions.

In return, the Board--and the staff--have tried to respond to the issues you believe are important. We have worked to expand meetings for members and to bring the country's best practitioners and scholars to those meetings; we have worked to make the Academy not only responsive to public agencies requesting help but also to be a self-starting source of strength and advice and to take initiative in research on issues critical to this nation's future. We have worked to build NIPA into a real resource for education of senior executives. In the last few years the Academy has come to be highly regarded for its collective wisdom, willingness to be of assistance, and sound judgment.

As you know, the Academy has faced a number of financial problems during the past year. As of now we are meeting the

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payroll, we are paying our bills, and we have an unused line-of-credit at the bank. But all that could change by May 1, when most of our current research projects will have been completed.

In order to carry out the Academy's mission, our membership and core staff need to have these capabilities:

1. The capacity to respond with quality and dispatch to requests for assistance and to our own priorities--from formal research projects, to seminars for senior executives, to ad hoc requests for collegial advice.
2. The capacity to survey and assess trends and developing issues, through steering committees, professional activities and individual research.
3. The capacity to develop new projects based on both careful research to outline the project and networking activities to locate and follow through on sources for support.

Now we come to the central questions we must address. What does it cost if the Academy is to be the force that it has the potential to be? What does it cost if core staff are to have the time to identify trends and issues, to support member activities such as steering committees and ad hoc panels, and to have some time to discover and negotiate new projects worthy of the Academy? And, indeed, under what conditions can you expect this response from the staff?

During this fiscal year the Academy has received grants and contracts totalling \$850,000. For the Academy to perform at the most basic level of operations, we will need about \$500,000 more for the remainder of this year. For us to carry out the essential survey and development functions, we need about \$400,000 more. And for the next fiscal year we, therefore, must have about \$1,750,000.

We have, I believe, been conscious of costs. We have significantly reduced administrative costs and yet increased productivity. The staff has been faithful in its performance, trying to fill the development function while fully engaged on current projects.

The prospects for NIPA are more encouraging--if we assume that budget cuts do not seriously affect career development funds. This year's expectations of more than \$500,000 in revenues will more than meet expenses, but included is a major contract for career development support of the Presidential Management Interns, and we cannot assume continuation of that support.

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We have a number of promising proposals before government agencies, but this Administration is not yet organized to ask for help--except pro bono. We also have proposals before foundations and corporations, but private funding has its own limitations. First, it takes time for private institutions to act, because of the nature of their annual budgets, among other things. Second, since foundations pay far less than the federal government's overhead rate, we must raise about 50 cents in general support funds for each dollar we raise to support the direct costs of a project. That task is not easy, as Bun Gladieux and his Financial Development Committee will attest. Our current policy is not to spend project dollars we do not have.

Now, you may be asking, why burden you with these details? The answer is clear, I hope. If the Academy is to succeed as it should, every member's help is essential--

- . . . In service on panels and on committees.
- . . . In support of our endowment, and
- . . . As critical parts of the network which brings project opportunities to the Academy--projects that are worthy of participation by members but also bring in financial support.

In short we need your help in locating and following up on opportunities. The members give the Academy strength in a variety of fields--state and local government as well as federal. Your talents are not limited narrowly to management but extend to much broader issues of governance. And the policies of the Reagan Administration are emphasizing new challenges--of maintaining essential services with drastically reduced funds--in which the Academy can be of help.

I urge you to read the attached progress report. But even more I urge you to be our eyes and ears. We are prepared to respond quickly to your suggestions.

**NATIONAL ACADEMY  
OF PUBLIC ADMINISTRATION**  
1225 Connecticut Avenue, N.W. Washington, D.C. 20036  
202/828-6500

March 12, 1981

REPORT ON ACADEMY ACTIVITIES

The activities of the Academy and NIPA have become so varied and complex that it is difficult to describe their current status through the newsletters and the Annual Report alone. This memorandum is an experiment in direct communication with members, and if it meets a need, it will be repeated on an occasional basis throughout the year.

Contents of Report

The Board of Trustees  
Academy Committees  
Member Activities  
Finance and Administration  
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Updating Member Records

Enclosures

Up-to-date Roster of Members  
Academy Response to Senator Roth's Request  
Calendar of Activities for 1981  
List of Board of Directors  
Form on Steering Committees  
Registration for Upcoming Dinners and Meetings

### The Board of Trustees

The Board of Trustees held its Annual Retreat in Annapolis, Maryland, on February 6-7, 1981. Emphasis was placed on a review of Academy development since 1977, including quality and selection of membership, trends in finance and administration, member activities, and program--looking at both the Academy and NIPA.

Of the decisions reached by the Board, three are important to the whole membership. First, the Board noted that, with an active membership of 273, elections this year and next may push the Academy to the limit of 300 active members set forth in the Bylaws. The Board, sensitive to the belief of members that 300 is a practical limit to ensure maximum involvement of all members and to encourage collegiality, asked the Chairman to appoint an ad hoc committee to consider options available to the Academy for adding new members annually without a significant breach of that limit. That committee, which will be chaired by William Carey, will be consulting the membership during the next year.

Second, the Board asked me to make an analysis of the costs of Academy meetings and other activities, including the travel reimbursement policy, and to submit recommendations to the Executive Committee for a schedule of meetings and programs, in Washington and elsewhere in the country, that will meet member interests and be cost-effective. That action is related to the third point--in which the Board analyzed the level of overall project activity necessary to support Academy meetings, to free staff for support of committees, and to allow staff time for continuing liaison with public agencies necessary to identify new tasks for the Academy.

The Board fixed 15 as the number of new members to be elected by the membership during 1981, and is asking the Nominating Committee to encourage nominations from the judicial and legislative areas and from the federal career service.

### Academy Committees

Last week the Chairman appointed five new members to the Nominating Committee, the membership of the Louis Brownlow Book Award, Herbert Roback Scholarship, and James Webb Urban Research Award committees, as well as the Ad Hoc Committee on Membership. In addition he began consultations with Steering Committee Chairmen with respect to the turnover of 50 percent of the membership of each Steering Committee, as provided in the 1979 action establishing those Committees. New committee appointments will be announced in the March 31st newsletter.

Member Activities

Attached to this memorandum is a calendar of activities for 1981, including dates for meetings of the Board of Trustees, the Spring and Annual Meetings, Academy dinner meetings and all official functions related to Academy business. You will note that the Academy will sponsor a dinner for Academy members attending the ASPA conference in Detroit, and for members of the Academy from the Midwest, on Monday, April 13, beginning at 5:30 p.m. The calendar also includes the dates for three Academy dinners at the Academy offices during 1981. Program plans for several of those events are enclosed or will be announced in advance.

Alan Dean and I will be present throughout the Detroit Conference, and there will be an Academy headquarters where members can gather for either formal committee meetings or social occasions.

A full roster of Academy members is enclosed with this package. A copy of the Academy's complete Annual Report for 1980 will reach you by the end of the month. I am pleased to note that the Annual Report encompasses previous separate publications, such as the directory and the list of publications, and has been significantly upgraded for use in publicizing the Academy and its work when we approach potential funding sources.

Finance and Administration

Administration of Academy activities was reorganized effective January 1, 1981. Mr. Wood has left the Academy to establish his own consulting firm. His responsibilities in financial administration have been assumed by Mr. Morton Cohen, a retired federal executive with long service in such agencies as NASA and GSA. The remaining administrative duties have been assumed by Jeffrey Jacobs, my Special Assistant.

During the last eight months annual administrative expenses have been reduced by more than \$75,000, but we believe that productivity has not only been maintained but improved.

There has been no change in the permanent program staff of the Academy and NIPA over the last eight months, but we have had a number of changes in temporary staff. Those who were employed for the life of the Presidency project and the GSA project have all completed their assignments. John Campion, who served on the Civil Service Reform staff on an IPA from the Department of Transportation, retired from active service in February, but he is continuing to work part-time on that project.

The Honorable Patricia Roberts Harris, first elected an Academy member in 1970, recently resumed her active status and will join Carl Stover as a scholar-in-residence for 1981. Full expenses for scholars-in-residence are met from philanthropic grants.

Donald Green, formerly Special Assistant to the Director of ACTION, has joined the Academy staff for a two-year period under the IPA program. His full salary is being paid by the agency.

#### Assistance to the Reagan Administration

The visit of Ed Meese to the Annual Meeting of the Academy and the briefing given him on A Presidency for the 1980s was reported in the last newsletter. After public release of the panel report, full distribution was made to members of the Transition Team.

At the request of the Transition Team, ASPA and the Academy formed an ad hoc task group to work with Transition Team members planning orientation of new cabinet and sub-cabinet members. The work of the task group produced the written materials distributed to cabinet secretaries and agency heads describing critical federal administrative policies. There are still plans for further orientation sessions for sub-cabinet and Schedule C appointees.

At the request of the Transition Team, the Academy organized ad hoc panels to advise members of the Team on a number of issues such as organization for natural resources, energy and international development assistance, and a determination of administrative priorities for post-inaugural action.

The Academy sponsored a dinner meeting in December for Senator Roth, the new Chairman of the Senate Governmental Affairs Committee, and for Senator Eagleton, the ranking minority member, to discuss issues of concern to the Committee. Later Senator Roth sent letters to all Academy members, asking their comments on the proposed Roth-Eagleton-Bolling Bill calling for a new Commission to examine management of the federal government and the intergovernmental system. At the request of several Academy members, a small group was convened to provide a panel response to Senator Roth's letter, and a copy of the minutes of that meeting is attached to this memorandum.

More recently, Senator Roth asked the Academy to convene representatives of the Committee staff, Academy members, ACIR, the National Governors Association, and representatives of OMB to advise the Committee on how best to move ahead with grant consolidation with maximum flexibility for the states. That group will complete its work at a meeting with Senator Roth on March 16.

Finally, a special panel was convened to consult with Don Stone who, with private funding, is preparing a special analysis of administrative management in OMB to complement the chapter on OMB in A Presidency for the 1980s. In addition to providing advice to Don, that panel issued its own much shorter panel report and has provided it to Mr. Stockman at OMB, with an invitation to OMB officials to meet with the panel. Ed Harper, Deputy Director of OMB, and Harold Steinberg, the new Associate Director for Management, will meet with the panel on March 18 for dinner at the Academy.

Finally, the Civil Service Reform Panel is issuing an invitation to Dr. Devine, Director-Designate of OPM, to report on its tentative findings related to the implementation of civil service reform.

#### Project Activity Research

Three major efforts for public agencies have about two months to go--the evaluation of procedures for determining grantees for migrant service programs (Department of Labor); a series of case studies on welfare administration (Health and Human Services); and an analysis of the use of government corporations and of legislative provisions required to update the Government Corporation Control Act (Office of Management and Budget). Two new projects were initiated this month--the planning stage for an ambitious examination of the role of local government in implementing watershed policy (Interior); and an examination of civil service procedures in Philadelphia (City of Philadelphia). In addition, we expect to begin a project on planning for nuclear waste disposal by April 1 (Energy), and have submitted two major proposals for examining ways to simplify the regulatory requirements faced by industry in initiating major energy projects (Synfuels).

Requests for major grants from foundations and corporations have been submitted for examining the more effective use of innovative environmental and energy regulations in synfuels projects. Dick Wegman, a member of the Academy, drafted the proposal and will staff the project. A proposal to evaluate the federal Ethics in Government Act, and comparable legislation in state and local government, was submitted to a foundation this week.

New proposals for foundation and corporate support of civil service reform implementation and for a study of contracting for human services are being prepared for submission during the next few days. Other proposals to be funded by both public and private agencies are in varying stages of preparation.

#### Program-NIPA

The response of federal agencies to the two major programs for senior executives (Anticipating the 80s, and SES Roundtables) has been above expectation for the spring. In addition NIPA is contracting with the Department of Energy, and perhaps two other agencies, for SES programs designed especially for those agencies. NIPA is continuing its career development support for the Presidential Management Intern Program, recently completed a very successful three day seminar on the roles and management of government enterprises, and has in process a seminar series in Public Management for mid-level managers.

NIPA is considering a list of six to eight new seminar programs for which some demand has been identified.

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### Financial Development

Bun Gladieux and Bob Nathan continue to provide indispensable leadership as co-chairmen of the Committee on Financial Development. As soon as new materials describing Academy purposes and program are completed, Bun and I will begin this year's efforts to raise significant support from corporations and foundations. Bob and the Board of Trustees and I are all proud of member response to the Endowment Fund. From June through December, gifts of cash and pledges from members did indeed match the \$50,000 challenge gift received in June. The endowment is near the quarter of a million mark, and we will now undertake to double that amount with help from other sources.

### Updating Member Records

Ruth France, liaison to the membership, urges all members to keep their resumes filed with the Academy up-to-date. Resumes on file with us are in many cases several years old.

By action of the Board of Trustees, there are now eight steering committees. We ask each member to complete the enclosed form indicating preferences for membership on Steering Committees.

**NATIONAL ACADEMY  
OF PUBLIC ADMINISTRATION**  
1225 Connecticut Avenue, N.W. Washington, D.C. 20036  
202/828-6500

February 17, 1981

Honorable William V. Roth, Jr.  
United States Senate  
3215 Dirksen Senate Office Building  
Washington, D.C. 20510

Dear Senator Roth:

This is in response to your letters of January 19, 1981 to the Chairman and various members of the National Academy of Public Administration in which you ask for comments on S.10 to establish a "Commission on More Effective Government." To assist in developing a response to your request a group of Academy members were convened to discuss the legislation and to recommend ways in which it might be strengthened. The group present included individuals who served as members or staff to both Hoover Commissions and persons who have had direct experience with reorganization councils or similar study commissions. A summary of the meeting is attached. The list of members attending and staff and observers who were present is attached also.

We support the creation of a Commission such as that proposed in your legislation. American government faces serious problems of public management, accountability, and capacity to serve its citizens. The time is ripe for Congress and the Executive Branch to join in addressing problems of governance in a serious and systematic manner.

While we believe it is essential to undertake a major re-examination of our governmental system, we would urge that the Commission not be used as an excuse or device to delay changes or reforms of a pressing and immediate nature. There are a number of near-term needs which must be met and which should not be required to await the outcome of the work of the proposed Commission.

The membership of the Academy would like to facilitate the work of the Commission and help assure its success. The Academy would be pleased to provide further assistance to you and your staff in this endeavor.

Sincerely yours,



Alan L. Dean  
Chairman, Board of Trustees

ALD:llb  
Enc.

Summary of Academy Meeting on Roth-Bolling Bill

Purpose and Scope

The purpose of the Commission is adequately set forth in the Bill. The Commission should have a broad charter with regard to the scope of its inquiry. It should be left to the Commission to decide the limits of its analysis. However, it is important for the leadership of the Congress and the President to agree as to the general results desired.

The Commission cannot ignore the role of the Congress in its study. The Congress creates federal departments and agencies and establishes and assigns them their authority. Many of the problems with the overload system of federal grants-in-aid and regulations is due to congressional decisions. Many of the difficulties encountered by government stem from a lack of concern with management during the passage of legislation.

Because of the complexity of government and the inter-relationship between the branches and levels of government, a good case can be made to establish a single commission rather than one which would focus on the national government and another focusing on federal-state-local relations. The starting point for the Commission should be the Executive Branch, but its analysis must consider the interface with state and local government, the Congress and the judiciary, particularly as those relationships affect the effectiveness of the management of the Executive Branch. Attention might also be given to ways of organizing the Executive Branch in order to relieve the workload of the judiciary.

The Commission has to be concerned with delivery systems for public services. Much of the business of the federal government is carried out through state and local government, quasi-governmental and non-profit organizations, and other contractual relations. Functional assignments within the federal system should be a central part of the study. However, the Commission should not get into the substance of government programs to the extent that the Second Hoover Commission attempted to do so. The question of whether certain functions should or should not be the responsibility of the United States Government should not be within the purview of the Commission. Attempts to define the proper functions of government could jeopardize the success of the Commission's work and detract from its central mission of improving the management, management systems, organization and structure of government. However, there is an interaction between management and program substance that it should consider, for example, some aspects of the delivery system, the division of labor among federal-state-local government, and whether different vehicles might be used to accomplish objectives.

Program oversight and auditing are extremely important to the improvement of government management, particularly when auditing is defined broadly to include management effectiveness and performance. This might be assigned to a task force of the Commission.

While the Commission should be concerned with Congress, it should not get involved in the details of congressional organization and procedures.

### Membership

There was considerable debate over whether there should be 18 members of the Commission, as the Bill proposes, or whether a small Commission of 12 members would be more effective. A smaller number would increase the sense of collegiality of the body and place more responsibility on individual members. On the other hand, a smaller number could result in lower attendance at individual meetings and could affect the appointment process for members from private life. While there was no consensus as to the proper exact number of members, there was agreement that the appointment process should ensure that the individuals selected understand that they must fully assume the responsibility of service. Appointment to the Commission should not be considered honorary, and attendance by surrogates should be avoided. No system of proxy voting should be permitted.

It was also felt that the members appointed should include persons with intergovernmental experience. Some questioned whether reducing the number to 12 would enable adequate representation of state and local experience. In this context, the phrase "from private life" was also questioned in terms of whether this would exclude governors, mayors, or elected officials from other levels of government. It was suggested that this problem would be avoided if the phrase "persons outside the federal government" was substituted.

Under Section 4(b), it was agreed that the language requiring the appointment of "individuals not affiliated with any political party" should be deleted. The most active and involved of our citizenry tend to be members of political parties, and should not be excluded from serving on those grounds. It was noted that the First Hoover Commission was bipartisan, while the Second was not; a fact which contributed to the reduced effectiveness of the Second Hoover Commission. It is extremely important for there to be a balance in the membership between Republicans and Democrats.

It was also concluded that the Chair of the Commission be appointed or designated by the President of the United States, rather than being elected by the members. The success of the group will depend upon strong and active leadership by whoever is

charged with chairing the Commission. Selecting the right individual will, therefore, be crucial. It was also noted that the success of the First Hoover Commission was due in part to the close working relationship and mutual confidence that existed between former President Hoover and President Truman.

It was also urged that some former members of Congress be chosen to serve on the Commission, not only for their experience but because current members would have respect for their views. Individuals of the caliber and distinction of Senators Ervin, Muskie and Ribicoff would contribute greatly to such a body.

#### Public Participation

There was a debate over whether the Commission should be exempted from provisions of the Sunshine Act which requires announced and open meetings. Some felt that open meetings might prevent candid deliberation by the members and lead to premature reporting of options and preliminary recommendations. Yet, most felt it would be difficult to secure exemption from the Act and that there would be some benefit derived in educating the public through open meetings.

#### Staff/Support

Section 8(b) of the Bill authorizing the Commission to secure assistance from other agencies needs to be strengthened. There is an inherent problem in the use of persons detailed from operating agencies, in that the agencies are often reluctant to release their best people. It was suggested that the Commission's request for services or individuals should only be refused by the Department or Agency head and that such refusal be done in writing and the justification stated.

As presently written, the Bill does not provide normal contract authority for the Commission. It authorizes the hiring of individuals on a consultant basis but does not enable it to secure the services of an organization. Some of the greatest expertise and talent resides in existing private profit and non-profit research and advisory organizations which could provide useful assistance to the Commission. Contracting authority should be granted.

The Commission must also be adequately funded. If it is to do a professional and thorough job, it must have sufficient resources.

Concern over implementation of the Commission's recommendations should be in the forefront from the very beginning. Thought should be given to means of building and sustaining public support. (The Hoover Commission had active support from a Citizen's Committee.) The Commission's work and existence should not end with the publication of its report. Follow-up action will be necessary. At least a skeletal staff and some funds should be provided for a period of one year after the study is completed. This would enable the Chairman and other members to be available for consultation and testimony. Demands for Commission reports and witnesses will require some response after their work is completed.

The Commission should not attempt to get into the drafting of legislation, but limit itself to the issuance of reports. Legislative drafting requires specialized skill that need not be duplicated on the Commission staff. Finally, it was strongly recommended that the Final Report of the Commission be made both to the Congress and to the President of the United States.

**NATIONAL ACADEMY  
OF PUBLIC ADMINISTRATION**  
1225 Connecticut Avenue, N.W. Washington, D.C. 20036  
202/828-6500

February 12, 1981

Discussion of Roth-Bolling Bill - Attendees

Academy Members

Wayne F. Anderson, Ex. Dir.  
Advisory Commission on Intergovernmental  
Relations

David Cohen, Pres. and CEO  
Common Cause

Sheldon S. Cohen  
Cohen & Uretz

Murray Comarow, Prof. & Attorney  
The American University

Alan L. Dean, Chairman  
National Academy of Public Admin.

George H. Esser, President  
National Academy of Public Admin.

Arthur S. Flemming, Chairman  
U.S. Commission on Civil Rights

Hon. Phillip S. Hughes, Under Sec.  
Smithsonian Institution

Herbert N. Jasper, Ex. Vice Pres.  
Ad Hoc Committee for Competitive  
Telecommunications

Hon. Ersa H. Poston, Vice Chair  
Merit Systems Protection Board

Hon. Elmer B. Staats  
Comptroller General of the U.S.

Richard A. Wegman  
Attorney

Staff

Stuart Feldman  
Rep. Bolling's Office

Tom Kramer  
Sen. Roth's Office

Rossllyn Kleeman  
General Accounting Office

Charles R. Warren, Senior Research Assoc.  
National Academy of Public Admin.

Jeffrey Jacobs, Asst. to the President  
National Academy of Public Admin.

Harold Orlans, Senior Research Assoc.  
National Academy of Public Admin.

**NATIONAL ACADEMY  
OF PUBLIC ADMINISTRATION**  
1225 Connecticut Avenue, N.W. Washington, D.C. 20036  
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March 10, 1981

1981 CALENDAR OF ACADEMY ACTIVITIES

March 26	First Meeting of Nominating Committee
April 7	Dinner Meeting at Academy: Thomas Donahue, Speaker
April 13	Academy Regional Dinner Meeting in Detroit: "Transition: An Update"
April 20	Call to Members for Nominations
May 6	Dinner Meeting at Academy: David Broder, Speaker
June 3-4	Board of Trustees Meeting
June 4-5	Academy Spring Meeting, Washington
June 15	Nominations for Members Closed
August 10	Ballots Mailed Out
September 10	Members Informed of Nominations for New Principals Ballots due at Academy for New Members
September 16	Board of Trustees Meeting
November 12-13	Academy Annual Meeting, Washington

NATIONAL ACADEMY OF PUBLIC ADMINISTRATION  
BOARD OF TRUSTEES  
February, 1981

	<u>Term Expiration and Committee Assignments</u>
Mr. Alan L. Dean 3037 North Stafford Street Arlington Virginia 22207 (703) 527-5748	1983 Executive Committee Investment Committee International Committee
Mr. Wayne F. Anderson Executive Director Advisory Commission on Intergovernmental Relations Vanguard Building, Suite 2000 1111 20th Street, N.W. Washington, D.C. 20575 (202) 653-5540	1983 Executive Committee Investment Committee Program Committee
Dr. James A. Bayton Professor of Psychology Howard University 2400 6th Street, N.W. Washington, D.C. 20059 (202) 636-6805	1983
Mr. Alan Beals Executive Director National League of Cities 1301 Pennsylvania Avenue, N.W. Washington, D.C. 20004 (202) 626-3000	1981 Program Committee The Federal System
Hon. Ruth Davis Corporate Consultant Suite 610 1200 18th Street, N.W. Washington, D.C. 20036 (202) 659-1251	1983
Dr. Lyle C. Fitch President Institute for Public Administration 55 West 44th Street New York, New York 10027 (212) 730-5480	1981 Investment Committee
Mr. Mitchell I. Ginsberg School of Social Work Columbia University New York, New York 10027 (212) 280-5188	1981 Program Committee

Mr. S. Kenneth Howard  
Administrator, Division of  
State Executive Budget & Planning  
State of Wisconsin  
101 S. Webster Street, 7th Floor  
Madison, Wisconsin 53705  
(608) 266-1035

1982

Mr. Herbert N. Jasper  
Executive Vice President  
Ad Hoc Committee for Competitive  
Telecommunications  
415 Second Street, N.E., Suite 301  
Washington, D.C. 20002  
(202) 543-0777

1983

Executive Committee  
Executive-Legislative

Hon. Carol C. Laise  
3900 B Watson Place, N.W.  
Washington, D.C. 20016  
(202) 965-3970

1982

Mr. Robert C. Moot  
4201 Woolls Place  
Annandale, Virginia 22203  
(703) 978-3123

1982

Executive Committee  
Investment Committee  
Financial Development

Dr. Chester A. Newland  
Federal Executive Institute  
Route 29, North  
Charlottesville, Virginia 22903  
(804) 296-0181

1982

Dr. Francine Rabinovitz  
HRS, Inc.  
3345 Wilshire Boulevard  
Suite 402  
Los Angeles, California 90010  
(213) 387-2333

1981

Program Committee

Hon. Elmer B. Staats  
Comptroller General of the  
United States  
Washington, D.C. 20548  
(202) 275-5481

1982

Executive Committee

Prof. Robert C. Weaver  
215 East 68th Street  
New York, New York 10021  
(212) 288-0124

1981

Program Committee

STEERING COMMITTEE PREFERENCES

By action of the Board of Directors, there are now eight Steering Committees, each composed of seven members appointed by the Chairman of the Board of Trustees. We ask each member to complete this form indicating preferences for membership on the Steering Committees. The terms of half of the members of each Committee expire this year, and replacements will be appointed by the Chairman in May. The eight Steering Committees are:

1. Citizenship
2. The Federal System
3. International
4. Law and Public Administration
5. Legislative-Executive Relations
6. The Profession
7. Public Management
8. Regulatory Reform

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I would like to serve on the following Steering Committee:\*\*

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

\_\_\_\_\_  
Name (Please print)

\*\* Fill in title of Steering Committee in order of preference.

**NATIONAL ACADEMY  
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1225 Connecticut Avenue, N.W. Washington, D.C. 20036  
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March 11, 1981

MEMORANDUM TO: All Members of the Academy  
FROM: George H. Esser, President  
SUBJECT: Academy Dinner Meeting, April 7, 1981

The third in our 1980-1981 series of dinner meetings will be held on April 7, 1981. Thomas R. Donahue, secretary-treasurer of the AFL-CIO, will present organized labor's perspective on governance and public administration in the country. Donahue, an Academy member who served as Assistant Secretary of Labor, will compare the objectives and strategies of labor unions under Republican and Democratic presidents.

The specifics:

WHEN: Tuesday, April 7, 1981

Reception: 5:45 P.M.

Dinner: 6:30 P.M.

Adjournment: 8:30 P.M.

WHERE: Suite 300  
1225 Connecticut Avenue, N.W.

COST: \$12.00 per person

As we can only accommodate a limited number of members, reservations will be accepted on a first-come, first-served basis. We will honor cancellations up to three days prior to the dinner, but are unable to give refunds after that time because of the catering arrangements. Please return the form below to Mrs. Ruth France at the Academy offices before April 2.

/ /

Yes, I will attend the reception/dinner meeting on April 7, 1981.

My check for \_\_\_\_\_ reservations is enclosed (\$12.00 per person).

NAME: \_\_\_\_\_

**NATIONAL ACADEMY  
OF PUBLIC ADMINISTRATION**  
1225 Connecticut Avenue, N.W. Washington, D.C. 20036  
202/828-6500

March 11, 1981

**MEMORANDUM TO:** All Members of the Academy  
**FROM:** George H. Esser, President  
**SUBJECT:** Academy Regional Meeting, Detroit: April 13, 1981

Once again this year, the Academy is pleased to sponsor a dinner and meeting outside of the Washington area. The site will be Detroit, Michigan, at the Detroit Plaza Hotel, concurrent with the national conference of the American Society for Public Administration. The dinner and meeting, on the topic of "Transition: An Update," is open to Academy members attending the ASPA conference, those residing within the Midwest, and any who happen to be in the area.

**The specifics:**

**WHEN:** Monday, April 13, 1981

**Reception:** 5:45 P.M.

**Dinner:** 6:30 P.M.

**Adjournment:** 8:30 P.M.

**WHERE:** Duluth Room  
5th Floor, Mackinac Level  
Detroit Plaza Hotel

**COST:** \$15.00 per person

As we can only accommodate a limited number of members, reservations will be accepted on a first-come, first-served basis. We will honor cancellations up to three days prior to the dinner, but are unable to give refunds after that time because of the catering arrangements. Please return the form below to Mrs. Ruth France at the Academy offices before April 3.

---

/ / Yes, I will attend the reception/dinner meeting on April 13, 1981.

My check for \_\_\_\_\_ reservations is enclosed (\$15.00 per person).

**NAME:** \_\_\_\_\_

**NATIONAL ACADEMY  
OF PUBLIC ADMINISTRATION**  
1225 Connecticut Avenue, N.W. Washington, D.C. 20036  
202/828-6500

March 11, 1981

MEMORANDUM TO: All Members of the Academy  
FROM: George H. Esser, President  
SUBJECT: Academy Dinner Meeting, May 6, 1981

The fourth in our series of 1980-1981 series of dinner meetings will be held on May 6, 1981. Academy member and syndicated columnist David Broder will assess the first four months of the Reagan Administration and the 97 Congress. He will analyze recent trends in governance and leadership, with remarks about the general direction of public administration.

The specifics:

WHEN: Wednesday, May 6, 1981

Reception: 5:45 P.M.

Dinner: 6:30 P.M.

Adjournment: 8:30 P.M.

WHERE: Suite 300  
1225 Connecticut Avenue, N.W.

COST: \$12.00 per person

As we can only accommodate a limited number of members, reservations will be accepted on a first-come, first-served basis. We will honor cancellations up to three days prior to the dinner, but are unable to give refunds after that time because of the catering arrangements. Please return the form below to Mrs. Ruth France at the Academy offices before May 1.

/ / Yes, I will attend the reception/dinner meeting on May 6, 1981.

My check for \_\_\_\_\_ reservations is enclosed (\$12.00 per person).

NAME: \_\_\_\_\_

March, 1981

NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

Active Members

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Editor  
American Association for  
the Advancement of Science  
1515 Massachusetts Ave, N.W.  
Washington, D.C. 20005  
(202) 467-4350

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John F. Kennedy School  
of Government  
Harvard University,  
Littauer Center  
Cambridge, Massachusetts 02138  
(617) 495-1122

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Distinguished Adjunct  
Professor in Residence  
The American University  
2601 Woodley Place, N.W.  
Washington, D.C. 20008  
(202) 667-0579

Dr. Alan A. Altschuler  
Professor of Political Science  
and Urban Studies and Science  
Department of Political Science  
Massachusetts Institute  
of Technology  
Cambridge, Massachusetts 02139  
(617) 253-5262

Mr. Wayne F. Anderson  
Executive Director  
Advisory Commission on  
Intergovernmental Relations  
Vanguard Building, Suite 2000  
1111 20th Street, N.W.  
Washington, D.C. 20575  
(202) 653-5540

Dr. Kathleen A. Archibald  
116 Hermoso Avenue  
Oakland, California 94618  
(415) 658-6517

Dr. Stephen K. Bailey  
Professor of Education  
and Policy  
Harvard Graduate School  
of Education  
413 Gutman Library  
Cambridge, Massachusetts 02138  
(617) 495-3492

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Institute of Medicine  
National Academy of Sciences  
2101 Constitution Avenue, N.W.  
Washington, D.C. 20418  
(202) 389-6885

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2400 6th Street, N.W.  
Washington, D.C. 20059  
(202) 636-6805

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National League of Cities  
1301 Pennsylvania Avenue, N.W.  
Washington, D.C. 20004  
(202) 626-3000

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Consultant  
Box 441  
Wellfleet, Massachusetts 02667  
(617) 349-3546

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Assistant Director for  
Intergovernmental Personnel  
Programs  
Office of Personnel Management  
1900 E Street, N.W.  
Washington, D.C. 20415  
(202) 632-6830

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Vice President  
General Dynamics Corporation  
Pierre Laclede Center  
Clayton, Missouri 63105  
(314) 862-2440

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320 East 43rd Street  
New York, New York 10017  
(212) 573-4900

Mr. Seymour S. Berlin  
15129 Vantage Hill Road  
Silver Spring, Maryland 20906  
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Washington, D.C. 20425  
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Vice President  
Academy for Contemporary  
Problems  
1501 Neil Avenue  
Columbus, Ohio 43201  
(614) 421-7700

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School of Public Administration  
University of Southern California  
University Park  
Los Angeles, California 90007  
(213) 741-2241

Mr. Charles F. Bingman  
Executive Assignment  
Management Advisor  
White House Office of Policy Development  
(202) 456-2884  
MAIL TO:  
3100 S. Manchester Street, #815  
Falls Church, Virginia 22044

Dean Guthrie Birkhead  
The Maxwell School  
Syracuse University  
Syracuse, New York 13210  
(315) 423-2252

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Inter-University Case  
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Box 229  
Syracuse, New York 13210  
(315) 423-3325 (O)  
(315) 472-8542 (H)

Hon. Richard Bolling  
United States House of  
Representatives (2365 RHOB)  
Washington, D.C. 20515  
(202) 225-4535

Dean Charles F. Bonser  
School of Public and  
Environmental Affairs  
Indiana University  
Bloomington, Indiana 47401  
(812) 337-7989

Dr. Don L. Bowen  
Professor of Public  
Administration  
College of Business and Public  
Administration  
University of Arizona  
Tucson, Arizona 85721  
(602) 626-1053

Mr. Alan Stephenson Boyd  
President  
National Rail Passenger  
Corporation  
400 North Capitol Street, N.W.  
Washington, D.C. 20001  
(202) 383-3960

Hon. Tom Bradley  
Mayor  
City of Los Angeles  
City Hall, 200 N. Spring Street  
Los Angeles, California 90012  
(213) 485-5175

Mr. Lewis M. Branscomb  
Vice President and Chief Scientist  
IBM Corporation  
Old Orchard Road  
Armonk, New York 10504  
(914) 765-6466

Mr. David Broder  
The Washington Post  
1150 15th Street, N.W.  
Washington, D.C. 20071  
(202) 334-7410

Mr. George L. Brown  
Vice President  
Regional Office  
Grumman Corporation  
1111 Stewart Avenue  
Bethpage New York 11714  
(516) 575-1984

Hon. Lee Brown  
Commissioner of Public Safety  
City of Atlanta  
173 Decatur Street, S.E.  
Atlanta, Georgia 30503  
(404) 248-3257

Dr. Philip M. Burgess  
Executive Director  
Western Governors' Policy  
Office (WESTPO)  
3333 Quebec Street, Suite 2300  
Denver, Colorado 80207  
(303) 399-9957

Dr. Lynton K. Caldwell  
Professor of Political Science  
Woodburn Hall  
Indiana University  
Bloomington, Indiana 47401  
(812) 337-8015

Hon. Alan K. Campbell  
Executive Vice President  
ARA Services, Inc.  
Independence Square, West  
Philadelphia, Pennsylvania 19106  
(215) 574-7080 (O)

Dr. Mark W. Cannon  
Administrative Assistant to the  
Chief Justice  
United States Supreme Court  
Washington, D.C. 20543  
(202) 252-3000

Professor William M. Capron  
Department of Economics  
Boston University  
270 Bay State Road  
Boston, Massachusetts 02215  
(617) 353-4440

Mr. William D. Carey  
Executive Director  
American Association for the  
Advancement of Science  
1776 Massachusetts Avenue, N.W.  
Washington, D.C. 20036  
(202) 467-4470

Mr. Norman A. Carlson  
Director  
Bureau of Prisons  
Department of Justice  
Washington, D.C. 20537  
(202) 737-8200

Hon. Frank C. Carlucci  
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Department of Defense  
The Pentagon  
Washington, D.C. 20301  
(202) 695-6352

Dr. James D. Carroll  
Director  
Advanced Study Program  
The Brookings Institution  
1775 Massachusetts Avenue, N.W.  
Washington, D.C. 20036  
(202) 797-6270

Mr. Lisle C. Carter  
President  
University of the District  
of Columbia  
4200 Connecticut Avenue, N.W.  
Building 39, Room 301  
Washington, D.C. 20008  
(202) 282-7550

Mr. William N. Cassella, Jr.  
Executive Director  
National Municipal League  
47 East 68th Street  
New York, New York 10021  
(212) 535-5700, ext. 19

Mr. Hale Champion  
Executive Dean  
John F. Kennedy  
School of Government  
Harvard University  
79 Boylston Street, Room 210  
Cambridge, Massachusetts 02138  
(617) 495-1398

Dr. Frederic N. Cleaveland  
Professor of Political Science  
Duke University  
1822 North Lakeshore Drive  
Chapel Hill, North Carolina 27514  
(919) 684-3508 (O)  
(919) 942-6061 (H)

Mr. Harlan Cleveland  
Director  
Hubert H. Humphrey Institute of  
Public Affairs  
909 Social Sciences Building  
267 19th Avenue, South  
University of Minnesota  
Minneapolis, Minnesota 55455  
(612) 373-2653

Mr. David Cohen  
President and CEO  
Common Cause  
2030 M Street, N.W.  
Washington, D.C. 20036  
(202) 833-1200

Dean Henry Cohen  
Graduate School of Management  
and Urban Professions  
New School for Social Research  
66 Fifth Avenue  
New York, New York 10011  
(212) 741-7921

Mr. Sheldon S. Cohen  
Cohen & Uretz  
1775 K Street, N.W., Room 400  
Washington, D.C. 20006  
(202) 293-4740

Professor Wilbur Cohen  
Sid J. Richardson Professor of  
Public Affairs  
Lyndon B. Johnson School of  
Public Affairs  
University of Texas at Austin  
Austin, Texas 78712  
(512) 471-4962

Mr. Samuel M. Cohn  
Vice President  
Robert R. Nathan Associates, Inc.  
1301 Pennsylvania Avenue, N.W.  
Washington, D.C. 20004  
(202) 393-2700

Dr. Morris W.H. Collins, Jr.  
John C. Stennis Chair in  
Political Science  
Mississippi State University  
P.O. Drawer LV  
Mississippi State,  
Mississippi 39762  
(601) 325-3328 (O)  
(601) 323-7419 (H)

Mr. William G. Colman  
Consultant  
William G. Colman Consulting  
Service  
9805 Logan Drive  
Potomac, Maryland 20845  
(301) 299-4912

Mr. Murray Comarow  
Attorney and Distinguished Adjunct Professor  
The American University  
4990 Sentinel Drive  
Apt. 203  
Sumner, Maryland 20016  
(202) 686-2363 (O)  
(202) 463-2400 (O)  
(301) 229-4187 (H)

Mr. F. Robert Coop  
President  
Robert Coop Associates  
184 Miramonte Drive  
Moraga, California 94556  
(415) 376-1995

Mr. John J. Corson  
McLean House, Apt. 402  
6800 Fleetwood Road  
McLean, Virginia 22101  
(703) 790-1959

Mr. Roy W. Crawley  
4301 East Walatowe Street  
Phoenix, Arizona 85044  
(602) 893-1157

Mr. Emilio Q. Daddario  
Attorney at Law  
Hedrick and Lane  
1211 Connecticut Avenue, N.W.  
Washington, D.C. 20036  
(202) 628-5923

Mr. David W. Davis  
Executive Director  
MASSPORT  
99 High Street  
Boston, Massachusetts 02108  
(617) 482-2930

Dr. Ruth Davis  
Corporate Consultant  
Suite 610  
1200 18th Street, N.W.  
Washington, D.C. 20036  
(202) 659-1251  
MAIL TO:  
12720 Eldrid Place  
Silver Spring, Maryland 20904 (H)  
(301) 622-4181 (H)

Mr. Alan L. Dean  
3037 North Stafford Street  
Arlington, Virginia 22207  
(703) 527-5748

Dr. John M. DeGrove  
Director, Joint Center for  
Environmental and Urban Problems  
Florida-Atlantic University  
Boca Raton, Florida 33432  
MAIL TO:  
1515 West Commercial Boulevard  
Fort Lauderdale, Florida 33309  
(305) 395-5100 x2535- Boca Raton (O)  
(305) 776-1430 Fort Lauderdale (H)

Mr. Paul G. Dembling, Partner  
Schnader, Harrison, Segal & Lewis  
Suite 1000  
1111 Nineteenth Street, N.W.  
Washington, D.C. 20036  
(202) 463-2920

Mr. Brewster C. Denny  
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Affairs  
University of Washington  
266 Smith Hall  
Seattle, Washington 98105  
(206) 543-4920

Dr. Martha Derthick  
Director, Governmental  
Studies Program  
The Brookings Institution  
1775 Massachusetts Avenue, N.W.  
Washington, D.C. 20036  
(202) 797-6050 (O)  
(703) 536-2137 (H)

Dr. Marshall E. Dimock  
Scrivelsby  
Bethel, Vermont 05032  
(802) 234-9832

Mr. Thomas R. Donahue  
Secretary-Treasurer, AFL-CIO  
815 16th Street, N.W.  
Washington, D.C. 20006  
(202) 637-5221 (O)

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Zoological Society of  
Philadelphia  
34th Street and Girard Avenue  
Philadelphia, Pennsylvania 19104  
(215) 243-1100

Dr. Anthony Downs  
Senior Fellow  
The Brookings Institution  
1775 Massachusetts Avenue, N.W.  
Washington, D.C. 20036  
(202) 797-6000

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(801) 531-3347

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(212) 644-9600

Mr. James R. Ellis  
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2000 IBM Building  
Seattle, Washington 98101  
(206) 623-7580

Dr. Harold L. Enarson  
President  
Ohio State University  
164 West 17th Avenue  
Columbus, Ohio 43219  
(614) 422-6446

Mr. George H. Esser  
President  
National Academy of Public  
Administration  
1225 Connecticut Avenue, N.W.  
Suite 300  
Washington, D.C. 20036  
(202) 828-6500

Mr. Jack Paul Etheridge  
Senior Judge  
Fulton County Courthouse  
Pryor Street  
Atlanta, Georgia 30303  
MAIL TO:  
4715 Harris Trail, N.W.  
Atlanta, Georgia 30327  
(404) 255-3054

Mr. Harold B. Finger  
Staff Executive, Power Systems  
Strategic Planning and  
Development Operation  
General Electric Corporation  
3135 Easton Turnpike  
Fairfield, Connecticut 06431  
(203) 373-2648/2934

Hon. Joseph L. Fisher  
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1901 Pennsylvania Avenue, N.W.  
Washington, D.C. 20006  
(202) 828-6600

Dr. Lyle C. Fitch  
President  
Institute of Public Administration  
55 West 44th Street  
New York, New York 10036  
(212) 730-5480,  
(202) 667-6560 (D.C.)

Mr. Joel Fleishman  
Director  
Institute of Policy Sciences and  
Public Affairs  
Duke University  
4875 Duke Station  
Durham, North Carolina 27706  
(919) 684-6612

Hon. Arthur S. Flemming  
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U.S. Commission on Civil Rights  
1121 Vermont Avenue, N.W., Room 800  
Washington, D.C. 20425  
(202) 254-7378

Mr. Thomas W. Fletcher  
Senior Urban Management Specialist  
Stanford Research Institute  
333 Ravenswood  
Menlo Park, California 94025  
(415) 326-6200 x 20425

Dr. Houston I. Flournoy  
Vice President for Governmental  
Affairs  
University of Southern California  
VKC 363  
Los Angeles, California 90007  
(213) 743-7490

Dr. H. George Frederickson  
President  
Eastern Washington University  
Cheney, Washington 99004  
(509) 359-2371

Dean Ernest C. Friesen  
California Western School of  
Law  
350 Cedar Street  
San Diego, California 92101  
(714) 239-0391

Dr. A. Lee Fritschler  
Chairman  
U.S. Postal Rate Commission  
2000 L Street, N.W.  
Washington, D.C. 20268  
(202) 254-8831/32

Mr. Edward C. Gallas  
Vice President  
ORC Inc.  
1211 Avenue of the Americas  
15th Floor  
New York, New York 10036  
(212) 575-5420  
MAIL TO:  
Box 35  
Point Pleasant, Pennsylvania 18950 (H)  
(215) 297-5279

Dr. Nesta M. Gallas  
Professor of Public Administration  
John Jay College of Criminal Justice  
100 West 57th Street #18M  
New York, New York 10019  
(212) 489-5027 (O)  
(212) 582-7419 (H)  
(215) 297-5279 (H)

Mr. Louis J. Gambaccini  
Commissioner  
New Jersey Department of Transportation  
1035 Parkway Avenue  
Trenton, New Jersey 08625  
(609) 292-3535

Mr. John W. Gardner  
2030 M Street, N.W., Suite 603  
Washington, D.C. 20036  
(202) 833-1200

Professor Mitchell I. Ginsberg  
Columbia University  
School of Social Work  
622 West 113th Street  
New York, New York 10025  
(212) 280-5188/89

Mr. Bernard L. Gladieux  
Management Consultant  
821 Emerald Drive  
Alexandria, Virginia 22308  
(202) 296-5860 (O)  
(703) 360-6473 (H)

Mr. William T. Golden  
40 Wall Street, Room 4201  
New York, New York 10005  
(212) 425-0333

Mr. Peter C. Goldmark  
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Port Authority of New York  
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One World Trade Center  
New York, New York 10048  
(212) 466-7271

LTG. Andrew J. Goodpaster  
Superintendent  
U.S. Military Academy, Qtrs. 100  
West Point, New York 10996  
(914) 938-2610

Mr. William Gorham  
President  
The Urban Institute  
2100 M Street, N.W.  
Washington, D.C. 20037  
(202) 223-1950

Mr. Samuel K. Gove  
Director  
Institute of Government and  
Public Affairs  
University of Illinois  
1201 West Nevada Street  
Urbana, Illinois 61801  
(217) 333-3340

Dr. George A. Graham  
8509 Old Country Manor, Apt. 305  
Fort Lauderdale, Florida 33328  
(305) 475-9821 (H)

Ms. Sally H. Greenberg  
7004 Wake Forest Drive  
College Park, Maryland 20740 (H)  
(301) 864-0526

Professor John A. Gronouski  
Lyndon B. Johnson School of  
Public Affairs  
University of Texas  
Austin, Texas 78712  
(512) 471-3013

Hon. Gilbert Gude  
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Congressional Research Service  
The Library of Congress  
Washington, D.C. 20540  
(202) 287-5775

Dr. Luther Gulick  
Chairman  
Institute of Public Administration  
55 West 44th Street  
New York, New York 10036  
(212) 730-5480

Mr. Walter A. Hahn  
Senior Specialist in Science,  
Technology, and Futures Research  
Congressional Research Service  
Library of Congress  
Washington, D.C. 20540  
(202) 287-7042

Mr. Howard W. Hallman  
President  
Civic Action Institute  
1010 16th Street, N.W.  
Washington, D.C. 20036  
(202) 659-0280/293-1461

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HRS, Inc.  
3345 Wilshire Boulevard #402  
Los Angeles, California 90010  
(213) 387-2333

Dean Randy H. Hamilton  
Graduate School of Public Administration  
Golden Gate University  
536 Mission Street  
San Francisco, California 94105  
(415) 442-7231

Mr. Robert E. Hampton  
Director of Public Affairs  
ICI Americas Inc.  
Wilmington, Delaware 19897  
(302) 575-8601

Miss Nancy Hanks  
P.O. Box 3795  
Georgetown Station  
Washington, D.C. 20007  
(202) 338-1432

Mr. Bertrand M. Harding  
Consultant  
7206 Park Terrace Drive  
Alexandria, Virginia 22307  
(703) 768-8827

Dr. John E. Harr  
35 Highland Avenue  
Glen Ridge, New Jersey 07028  
(201) 746-0200

Mr. Harry P. Hatry  
Director, State - Local  
Research Program  
The Urban Institute  
2100 M Street, N.W.  
Washington, D.C. 20037  
(202) 223-1950

Mr. Frederick O'R. Hayes  
87 Hancock Street  
Lexington, Massachusetts 02173  
(617) 862-2532, 2534

Dr. Ferrel Heady  
Professor of Public Administration  
and Political Science, Division of  
Public Administration  
University of New Mexico  
3047 Mesa Vista Hall  
Albuquerque, New Mexico 87131  
(505) 277-3261

Dr. Hugh Heclo  
Professor of Government  
Harvard University  
Littauer M33  
Cambridge, Massachusetts 02138  
(617) 495-5949

Dr. Walter G. Held  
Director, Center for Business and  
Public Policy  
American University  
Massachusetts and Nebraska  
Avenues, N.W.  
Washington, D.C. 20016  
(202) 686-2156  
MAIL TO:  
2042 Rockingham Street  
McLean, Virginia 22101  
(703) 536-6427 (H)

Dr. Julia Henderson  
Box 427  
Warwick, New York 10990  
(914) 986-6718

Mr. Charles T. Henry  
City Manager  
City Hall  
Eugene, Oregon 97401  
(503) 687-6085

Dean Laurin L. Henry  
School of Community Services  
Virginia Commonwealth University  
901 West Franklin Street  
Richmond, Virginia 23284  
(804) 257-1282

Mr. Stephen Hess  
Senior Fellow  
The Brookings Institution  
1775 Massachusetts Avenue, N.W.  
Washington, D.C. 20036  
(202) 797-6078

Hon. A. Leon Higginbotham  
22613 United States Courthouse  
601 Market Street  
Philadelphia, Pennsylvania 19106  
(215) 597-9157

Mr. Wesley J. Hjernevik  
Deputy Commissioner for  
Management Services  
State Department of Human Resources  
John H. Regan Building  
Austin, Texas 78701  
(512) 475-6635

Hon. Matthew Holden  
Commissioner  
Federal Energy Regulatory Commission  
825 North Capitol Street, N.W. #9010  
Washington, D.C. 20426  
(202) 275-4175

Mr. Porter W. Homer  
4301 Massachusetts Avenue, N.W.  
Washington, D.C. 20016  
(202) 244-5490

Mr. S. Kenneth Howard  
Administrator  
Division of State Executive  
Budget and Planning  
State of Wisconsin  
101 South Webster Street, 7th Floor  
Madison, Wisconsin 53702  
(608) 266-1035

Ms. Mary Evelyn Huey  
President  
Texas Woman's University  
Denton, Texas 76204  
(817) 383-1466

Hon. Phillip S. Hughes  
Under Secretary  
Smithsonian Institution  
1000 Jefferson Drive  
Washington, D.C. 20560  
(202) 357-3258

Mr. Walter R. Hundley  
Superintendent, Seattle  
Parks and Recreation Department  
610 Municipal Building  
Seattle, Washington 98104  
(206) 625-2658

Mr. T.N. Hurd  
Retired  
297 Loudon Road  
Loudonville, New York 12211  
(518) 434-2207

Mrs. Alice Stone Ilchman  
3105 Woodley Road, N.W.  
Washington, D.C. 20008  
(202) 234-3140

Mr. Dwight A. Ink  
Vice President for Management  
National Consumer Cooperative Bank  
2001 S Street, N.W.  
Washington, D.C. 20009  
(202) 673-4340

Mr. Herbert N. Jasper  
Executive Vice President  
Ad Hoc Committee for Competitive  
Telecommunications  
415 Second Street, N.E., Suite 301  
Washington, D.C. 20002  
(202) 543-0777

Dr. Norman J. Johnson  
Associate Dean  
School of Urban and Public Affairs  
Carnegie-Mellon University  
Pittsburgh, Pennsylvania 15213  
(412) 578-2162

Mr. Tobe Johnson  
Director, Urban Studies Program  
Morehouse College  
Atlanta, Georgia 30314  
(404) 681-2800, ext. 266 or 275

Mr. Roger W. Jones  
Brookside  
New Hartford, Connecticut 06057  
(203) 379-4996

Dr. Victor Jones  
Professor of Public Administration  
Golden Gate University  
8 Greenwood Common  
Berkeley, California 94708  
(415) 391-7800 x 215

Mr. Mark E. Keane  
Executive Director  
International City Management  
Association  
1140 Connecticut Avenue, N.W.  
Washington, D.C. 20036  
(202) 828-3687

Dr. John P. Keith  
President  
Regional Plan Association, Inc.  
5 Carlyle Place  
Hartsdale, New York 10530  
(919) 949-8541

Mr. James F. Kelly  
1218 Fourth Avenue West  
Hendersonville, North Carolina 28739  
(704) 697-1839

Mr. Francis Keppel  
Senior Lecturer  
Harvard Graduate School of Education  
Gutman Library  
6 Appian Way  
Cambridge, Massachusetts 02138  
(617) 495-4677

Mr. Alan F. Kiepper  
General Manager  
Metropolitan Atlanta Rapid Transit  
Authority (MARTA)  
2200 Peachtree Summit  
401 West Peachtree Street, N.E.  
Atlanta, Georgia 30308  
(404) 586-5053

Mr. Robert A. Kipp  
City Manager  
City of Kansas City, Mo.  
414 E. 12th Street  
Kansas City, Missouri 64106  
(816) 274-2474

Ms. Elizabeth D. Koontz  
Assistant Superintendent for  
Teacher Education  
Department of Public Instruction  
State Education Building  
Raleigh, North Carolina 27611  
(919) 733-2721

Ms. Carol C. Laise  
Retired Ambassador  
3900B Watson Place, N.W.  
Washington, D.C. 20016  
(202) 965-3970 (H)  
SUMMER:  
RFD 2  
Dummerston Downs  
Putney, Vermont 05346  
(802) 254-2236

Mrs. Phyllis Lamphere  
Regional Director  
Economic Development Administration  
U.S. Department of Commerce  
1700 Westlake Avenue North  
Seattle, Washington 99109  
(206) 442-0596

Professor Martin Landau  
Institute of Governmental Studies  
University of California, Berkeley  
Berkeley, California 94720  
(415) 642-3218

Mr. Eugene C. Lee  
Director  
Institute of Governmental Studies  
109 Moses Hall  
University of California  
Berkeley, California 94720  
(415) 642-1473

Mr. Ronald B. Lee  
Xerox Corporation  
1616 North Fort Myer Drive  
Arlington, Virginia 22209  
(703) 527-0700 (O)  
MAIL TO:  
3912 Harrison Street, N.W.  
Washington, D.C. 20015  
(202) 966-6936 (H)

Dr. Rensis Likert  
Chairman of the Board  
Rensis Likert Associates, Inc.  
630 City Center Building  
Ann Arbor, Michigan 48104  
(313) 769-1980

Hon. Richard G. Lugar  
Dirksen Senate Office Building #5107  
Washington, D.C. 20510  
(202) 224-4814

Mr. Matthias E. Lukens  
Sugar House Hill  
RR # 1  
Stowe, Vermont 05672  
(802) 253-8271

Mr. Laurence Edwin Lynn, Jr.  
Professor of Public Policy  
John F. Kennedy School of Government  
Harvard University  
79 Boylston Street  
Cambridge, Massachusetts 02138  
(617) 495-1323

Mr. Wayne F. McGown  
Special Assistant to the  
Chancellor  
University of Wisconsin-Madison  
Madison, Wisconsin 53706  
(608) 262-3677 (O)  
MAIL TO:  
106 Nautilus Drive  
Madison, Wisconsin 53705  
(608) 238-8670 (H)

Mr. Hugh McKinley  
City Manager  
613 East Broadway  
Glendale, California 91205  
(213) 956-4000

Mr. Peter MacDonald  
Chairman  
Navajo Tribal Council  
Window Rock, Arizona 86515  
(602) 871-4941

Mr. John W. Macy  
1127 Langley Lane  
McLean, Virginia 22101  
(703) 356-6347

Dr. Harvey C. Mansfield, Sr.  
Emeritus Professor  
Columbia University  
430 West 116th Street, Apt. 7C  
New York, New York 10027  
(212) 666-8496

Mr. Larry Margolis  
4030 Dunster Way  
Sacramento, California 95825  
(916) 442-0264 (O)  
(916) 485-3529 (H)

Mr. Kent Mathewson  
Adjunct Professor  
Lyndon B. Johnson School of  
Public Affairs  
The University of Texas at Austin  
15J Cambridge Tower  
1801 Lavaca  
Austin, Texas 78701  
(512) 474-9037

Hon. William A. Medina  
Distinguished Practitioner in Residence  
University of Southern California  
District of Columbia Campus  
512 10th Street, N.W.  
Washington, D.C. 20004  
(202) 638-4949

Mr. Robert E. Merriam  
2340 Lincoln Park West  
Chicago, Illinois 60614  
(312) 236-8100 (O)  
(312) 327-6780 (H)

Mr. Howard Myron Messner  
Assistant Director for Management  
Improvement  
Office of Management and Budget  
New Executive Office Building  
Room 10202  
Washington, D.C. 20503  
(202) 395-4960  
MAIL TO:  
9653 White Acre Road  
Columbia, Maryland 21045  
(301) 730-2276 (H)

Mr. Rufus E. Miles  
Senior Fellow  
Woodrow Wilson School  
Princeton University  
136 Randall Road  
Princeton, New Jersey 08540  
(609) 452-4838 (O)  
(609) 921-2025 (H)

Dr. John D. Millett  
121 Olde Farm Road  
Oxford, Ohio 45056  
(513) 523-1614

Mr. James M. Mitchell  
Consultant  
The Brookings Institution  
1775 Massachusetts Avenue, N.W.  
Washington, D.C. 20036  
(202) 797-6282  
MAIL TO:  
3651 South Leisure Boulevard  
Silver Spring, Maryland 20906  
(301) 598-5462 (H)

Hon. Thomas Moody  
Mayor  
City Hall  
90 West Broad Street  
Columbus, Ohio 43215  
(614) 222-8954

Mr. Robert C. Moot  
4201 Woolls Place  
Annandale, Virginia 22003  
(703) 978-3123

Mr. William Morrill  
President  
Mathematica Policy Research, Inc.  
P.O. Box 2393  
Princeton, New Jersey 08540  
(609) 799-2600

Hon. Thomas D. Morris  
Special Assistant to the Comptroller  
General  
Room 6915  
441 G Street, N.W.  
Washington, D.C. 20548  
(202) 275-4892 (O)  
MAIL TO:  
5223 Duvall Drive  
Washington, D.C. 20016  
(301) 229-8451 (H)

Dr. Frederick C. Mosher  
Miller Professor of Public Affairs  
Miller Center  
Charlottesville, Virginia 22905  
(804) 924-3422 (O)  
MAIL TO:  
1823 Yorktown Drive  
Charlottesville, Virginia 22901  
(804) 296-9793 (H)

Hon. Daniel P. Moynihan  
United States Senate  
Russell Senate Office Building  
Room 304  
Washington, D.C. 20510  
(202) 244-4451

Dr. Thomas P. Murphy  
Deputy Assistant Secretary for  
Personnel  
Office of the Secretary  
Department of Health and Human  
Services, Switzer Bldg.  
330 C Street, S.W., Room 2068  
Washington, D.C. 20201  
(202) 245-3460

Hon. Edmund S. Muskie  
5217 Westbard Avenue  
Washington, D.C. 20016

Professor Arthur Naftalin  
School of Public Affairs  
University of Minnesota  
Minneapolis, Minnesota 55455  
(612) 373-9909

Mr. Richard P. Nathan  
Professor of Public and International  
Affairs  
Princeton University  
Woodrow Wilson School Room 212  
Princeton, New Jersey 08544  
(609) 452-4866

Mr. Robert R. Nathan  
Chairman  
Robert R. Nathan Associates, Inc.  
1301 Pennsylvania Avenue, N.W.  
Washington, D.C. 20004  
(202) 393-2700

Hon. Dorothy W. Nelson  
United States Court of Appeals  
Ninth Judicial Circuit  
312 North Spring Street, 16th Floor  
Los Angeles, California 90012  
(213) 688-3465

Dr. Elmer K. Nelson  
Professor  
University of Southern California  
Sacramento Public Affairs Center  
921 11th Street, Suite 200  
Sacramento, California 95814  
(415) 841-1316 (O)  
MAIL TO:  
#2 Nonie Road  
Orinda, California 94563  
(415) 254-3510 (H)

Professor Richard E. Neustadt  
Lucius N. Littauer Professor of  
Public Administration  
Kennedy School of Government  
Harvard University  
79 Boylston Street  
Cambridge, Massachusetts 02138  
(617) 495-1196 (O)  
(617) 349-6969 (H)

Dr. Chester A. Newland  
Federal Executive Institute  
Route 29, North  
Charlottesville, Virginia 22903  
(804) 296-0181

Dr. Felix A. Nigro  
Professor of Political Science  
University of Georgia  
199 Westview Drive  
Athens, Georgia 30606  
(404) 549-0484

Hon. Paul H. Nitze  
1500 Wilson Boulevard, Suite 1500  
Arlington, Virginia 22209  
(703) 841-2823

Dr. James A. (Dolph) Norton  
Professor of Government  
University of Virginia  
Charlottesville, Virginia 22901  
(804) 924-7878

Hon. Graciela Olivarez  
Senior Consultant  
United Way  
3908 Parsifal N.E.  
Albuquerque, New Mexico 87111  
(505) 294 6797

Mr. William J. Page  
Professor of Public Administration  
and Social Work  
Florida State University  
Tallahassee, Florida 32306  
(904) 893-0621

Mr. Max D. Paglin  
Counsel, Weil, Gotshal & Manges  
1101 Connecticut Avenue, N.W., Suite 1000  
Washington, D.C. 20036  
(202) 857-0141  
MAIL TO:  
3001 Veazey Terrace #820  
Washington, D.C. 20037  
(202) 244-4525 (H)

Mr. Paul Parks  
President  
Paul Parks & Associates, Inc.  
78 Woodhaven Street  
Mattapan, Massachusetts 02138  
(617) 436-1352

Mr. William W. Parsons  
Distinguished Practitioner  
in Residence  
University of Southern California  
1150 Tellem Drive  
Pacific Palisades, California 90272  
(213) 743-2145 )  
(213) 459-3337 (H)

Mr. Neal R. Peirce  
Contributing Editor  
The National Journal  
1730 M Street, N.W.  
Washington, D.C. 20036  
(202) 857-1417

Mr. Alfred M. Pelham  
9000 East Jefferson, #23-7  
Detroit, Michigan 48214  
(313) 822-0548

Dr. Clara Penniman  
Oscar Rennebohm Professor of  
Public Administration  
University of Wisconsin  
316 North Hall  
Madison, Wisconsin 53706  
(608) 262-3581

Mr. James A. Perkins  
Chairman  
International Council for  
Educational Development  
680 Fifth Avenue  
New York, New York 10026  
(212) 582-3970

Mr. John A. Perkins  
769 Spruce Street  
Berkeley, California 94707  
(415) 527-6376

Hon. Michael Pertschuk  
Commissioner  
Federal Trade Commission  
6th and Pennsylvania Avenue, N.W.  
Washington, D.C. 20230  
(202) 523-3711

Hon. Elsa A. Porter  
400 South Lee Street  
Alexandria, Virginia 22714  
(703) 548-2975

Mr. A. Alan Post  
1900 Rockwood Drive  
Sacramento, California 95825  
(916) 489-3972

Hon. Erska H. Poston  
Vice Chair  
Merit Systems Protection Board  
1717 H Street, N.W., Room 210  
Washington, D.C. 20419  
(202) 653-7103

Dr. Don K. Price  
Emeritus Professor of  
Public Management  
John F. Kennedy School of  
Government  
79 Boylston Street  
Cambridge, Massachusetts 02138  
(617) 495-1315

Dr. Francine F. Rabinovitz  
HRS Inc.  
3345 Wilshire Boulevard, Suite 402  
Los Angeles, California 90010  
(213) 387-2333

Dr. Emmette S. Redford  
Ashbel Smith Professor of  
Government and Public Affairs  
University of Texas  
Austin, Texas 78712  
(512) 471-5121/4962

Dr. George Reedy  
Neiman Professor of Journalism  
Marquette University  
1131 West Wisconsin Avenue  
Milwaukee, Wisconsin 53233  
(414) 224-7700

Dr. Henry Reining  
Dean Emeritus and Professor  
School of Public Administration  
University of Southern California  
MAIL TO:  
5918 Condon Avenue  
Los Angeles, California 90056  
(213) 299-2215

Mr. Robert D. Reischauer  
Senior Vice President  
The Urban Institute  
2100 M Street, N.W.  
Washington, D.C. 20037  
(202) 223-1950

Mr. Ray Remy  
Deputy Mayor  
City of Los Angeles  
City Hall  
Los Angeles, California 90012  
(213) 485-2121

Hon. Elliot L. Richardson  
Milbank, Tweed, Hadley and McCloy  
1747 Pennsylvania Avenue, N.W. #950  
Washington, D.C. 20006  
(202) 466-4700

Dr. Fred W. Riggs  
Professor of Political Science  
University of Hawaii at Manoa  
Honolulu, Hawaii 96816

Dr. Wilson Riles  
California Superintendent of Public  
Instruction  
State Department of Education  
721 Capitol Mall  
Sacramento, California 95814  
(916) 445-4338

Ms. Alice M. Rivlin  
Director  
Congressional Budget Office  
HOA #2, 2nd and D Streets, S.W.  
Washington, D.C. 20515  
(202) 225-2037

Mr. Joseph M. Robertson  
Executive Director  
National Association of Schools  
of Public Affairs and  
Administration  
1225 Connecticut Avenue, N.W.  
Suite 306  
Washington, D.C. 20036  
(202) 785-3260

Mr. Mitchell Rogovin  
Senior Partner  
Rogovin, Stern, and Hugel  
1730 Rhode Island Avenue, N.W.  
Suite 1100  
Washington, D.C. 20036  
(202) 466-6464

Dr. William Ronan  
Vice Chairman  
Continental Copper and Steel Industries  
12 Commerce Drive  
Cranford, New Jersey 07016  
(201) 272-3850

Dean Elspeth Rostow  
Lyndon B. Johnson School of  
Public Affairs  
One Wild Wind Point  
Austin, Texas 78746  
(512) 471-4962

Mr. Philip J. Rutledge  
President  
National Institute of  
Public Management  
1612 K Street, N.W., Suite 810  
Washington, D.C. 20006  
(202) 828-5310/5690

Dr. John W. Ryan  
President  
Indiana University  
Bloomington, Indiana 47401  
(812) 337-7922

Mr. Terry Sanford  
President  
Duke University  
Durham, North Carolina 27706  
(919) 684-2631

Dr. Leonard R. Sayles  
Professor of Business  
Administration  
Graduate School of Business  
Uris Hall  
Columbia University  
New York, New York 10027  
(212) 280-4427

Mr. Theodore M. Schad  
Deputy Executive Director  
Commission on Natural Resources  
National Research Council  
2101 Constitution Avenue, N.W.  
Washington, D.C. 20418  
(202) 393-8100

Dr. Wendell G. Schaeffer  
Herman Brown Professor of  
Political Science  
Texas Christian University  
Fort Worth, Texas 76129  
(817) 921-7000  
MAIL TO:  
2621 Harwood Drive  
Fort Worth, Texas 76109  
(817) 924-6989

Mr. Walter A. Scheiber  
Executive Director  
Metropolitan Washington Council  
of Governments  
1875 Eye Street, N.W., Suite 200  
Washington, D.C. 20006  
(202) 223-6800

Dr. Allen Schick  
Senior Specialist  
Congressional Research Service  
Library of Congress  
Washington, D.C. 20540  
(202) 287-8635

Mr. George R. Schrader  
City Manager  
4E South City Hall  
Dallas, Texas 75201  
(214) 670-3297

Dr. Glenn T. Seaborg  
University Professor  
Lawrence Berkeley Laboratory  
University of California, Berkeley  
Berkeley, California 94720  
(415) 486-5661

Mr. Richard L. Seggel  
Program Operations Officer  
Institute of Medicine  
National Academy of Sciences  
2101 Constitution Avenue, N.W.  
Washington, D.C. 20418  
(202) 389-6825

Dr. Harold Seidman  
Professor of Political Science  
University of Connecticut  
Box U-106  
Storrs, Connecticut 06268  
(203) 486-4518  
200 C Street, S.E.  
Washington, D.C. 20003  
(202) 547-1840 (D.C.)

Hon. Donna E. Shalala  
President  
Hunter College  
695 Park Avenue  
New York, New York 10021  
(212) 570-5078

Dr. Ira Sharkansky  
Department of Political Science  
and Public Administration  
Hebrew University of Jerusalem  
Jerusalem, Israel  
66-23-28

Mr. Harvey Sherman  
Director  
Management Services Department  
Port Authority of New York and  
New Jersey  
One World Trade Center  
New York, New York 10048  
(212) 466-7207

Professor Frank P. Sherwood  
Federal Executive Institute  
Route 29, North  
Charlottesville, Virginia 22903  
(804) 296-0181

Mr. Rocco Siciliano  
Chairman, Chief Executive Officer  
TICOR  
Ticor Building  
6300 Wilshire Boulevard  
Los Angeles, California 90048  
(213) 852-6301

Mr. Albert F. Siepert  
1326 North Abrego Drive  
Green Valley, Arizona 85614

Dr. Herbert A. Simon  
Richard King Mellon Professor of  
Computer Sciences and Psychology  
Carnegie-Mellon University  
Schenly Park  
Pittsburgh, Pennsylvania 15213  
(412) 578-2000 x 309

Mr. Daniel L. Skoler  
Deputy Associate Commissioner  
Bureau of Hearings and Appeals  
Social Security Administration  
3833 North Fairfax Drive  
Arlington, Virginia 22203  
(703) 235-1203

Dr. Herman M. Somers  
Professor of Politics and  
Public Affairs  
Woodrow Wilson School  
Princeton University  
Princeton, New Jersey 08540  
(609) 452-4842

Hon. Elmer B. Staats  
Comptroller General of the  
United States  
441 G Street, N.W.  
Washington, D.C. 20548  
(202) 275-5481

Mr. David T. Stanley  
Consultant  
1720 Brookside Lane  
Vienna, Virginia 22180  
(703) 938-3726

Mr. Charles B. Stauffacher  
45 North Stanwich  
Greenwich, Connecticut 06830  
(212) 765-3000

Dr. Robert F. Steadman  
Consultant  
1111 Army Navy Drive, Apt. C-609  
Arlington, Virginia 22202  
(703) 521-3326

Mr. Michael Stern  
Staff Director of the Minority Staff  
Senate Finance Committee  
G 222 Dirksen Building  
Washington, D.C. 20510  
(202) 224-5315

Dr. Donald Stewart  
President  
Spelman College  
350 Spelman Lane, S.W.  
Atlanta, Georgia 30314  
(404) 681-3643

Mr. Richard E. Stewart  
Senior Vice President  
Chubb & Son, Inc.  
100 William Street  
New York, New York 10038  
(212) 285-6477

Dr. William H. Stewart  
Head  
Department of Preventive Medicine  
LSU School of Medicine  
1542 Tulane Avenue, Room 353  
New Orleans, Louisiana 70112  
(504) 568-4795

Dean Donald E. Stokes  
Woodrow Wilson School of Public  
and International Affairs  
Princeton University  
Princeton, New Jersey 08540  
(609) 452-4800

Dr. Donald C. Stone  
Adjunct Professor of Public Administration  
Carnegie-Mellon University  
Pittsburgh, Pennsylvania 15213  
(412) 578-2179 (O)  
(412) 682-3948 (H)

Mr. Carl F. Stover  
Scholar in Residence  
National Academy of Public  
Administration  
1225 Connecticut Avenue, N.W.  
Washington, D.C. 20036  
MAIL TO:  
1280 21st Street, N.W. #309  
Washington, D.C. 20036  
(202) 466-2318

Hon. Jule M. Sugarman  
Executive Vice President  
for Program and Planning Melbourne Drive  
U.S. Council for the International Year  
of Disabled Persons  
1575 Eye Street, N.W., Suite 430  
Washington, D.C. 20005  
(202) 638-6011

Mr. James L. Sundquist  
Senior Fellow  
The Brookings Institution  
1775 Massachusetts Avenue, N.W.  
Washington, D.C. 20036  
(202) 797-6057

Dr. Stephen B. Sweeney  
Professor and Director Emeritus  
Fels Center of Government  
University of Pennsylvania  
Philadelphia, Pennsylvania 19174  
MAIL TO:  
Crosslands - Apt. 55  
Kennett Square, Pennsylvania 19348  
(215) 388-1885

Mr. Joseph C. Swidler  
Leva, Hawes, Symington, Martin,  
and Oppenheimer  
815 Connecticut Avenue, N.W.  
Washington, D.C. 20006  
(202) 828-7851

Mr. Wayne E. Thompson  
Senior Vice President  
Dayton Hudson Corporation  
777 Nicolette Mall  
Minneapolis, Minnesota 55402  
(612) 370-6558

Mr. Phillip T. Thorson  
7001 MacArthur Boulevard  
Washington, D.C. 20016  
(202) 229-2645

Mr. E. Robert Turner  
President  
ERT Associates  
Boettcher 1878 Building  
1140 Pearl Street, Suite 213  
Boulder, Colorado 80302  
(303) 443-8548

Mr. Homer C. Wadsworth  
Director  
The Cleveland Foundation  
700 National City Bank Building  
Cleveland, Ohio 44114  
(216) 861-3810

Dr. Dwight Waldo  
Professor Emeritus  
Syracuse University  
3713 South George Mason Drive  
Apt. 1411-W  
Falls Church, Virginia 22041  
(703) 671-0273

Dr. David B. Walker  
Assistant Director  
Advisory Commission on  
Intergovernmental Relations  
Vanguard Building, Suite 2000  
1111 20th Street, N.W.  
Washington, D.C. 20575  
(202) 653-5544

Dr. Annmarie H. Walsh  
Senior Staff  
Institute of Public Administration  
55 West 44th Street  
New York, New York 10036  
(212) 730-5480 (O)  
(212) 724-9362 (H)

Mr. William E. Warne  
Water Resources Consultant  
2090 8th Avenue  
Sacramento, California 95818  
(916) 442-4338

Mr. Graham W. Watt  
Broward County Administrator  
201 S.E. 6th Street, Room 248  
Fort Lauderdale, Florida 33301  
(305) 765-5140

Mr. Robert C. Weaver  
Professor Emeritus  
Department of Urban Affairs  
Hunter College, CUNY  
MAIL TO:  
215 E. 68th Street  
New York, New York 1021  
(212) 288-0124

Mr. James E. Webb  
2800 36th Street, N.W.  
Washington, D.C. 20007  
(202) 333-1330

Dr. Arnold Weber  
President  
University of Colorado  
University Center B-35  
Boulder, Colorado 80309  
(303) 492-6201

Mr. Richard A. Wegman  
Attorney  
Wellford, Wegman, Krulwich, Gold & Hoff  
1015 18th Street, N.W., Suite 802  
Washington, D.C. 20036  
(202) 775-0200 (O)

Hon. Caspar W. Weinberger  
Secretary of Defense  
The Pentagon  
Washington, D.C. 20301  
(202) 695-5261

Mr. Joseph S. Wholey  
Professor, Washington Public  
Affairs Center  
University of Southern California  
Washington, D.C. 20004  
MAIL TO:  
3120 N. Pollard Street  
Arlington, Virginia 22207  
(202) 638-4949 (O)

Mr. Ralph Widner  
President  
Academy for Contemporary Problems  
1501 Neil Avenue  
Columbus, Ohio 43201  
(614) 421-7700  
400 North Capitol Street, Suite 390  
Washington, D.C. 20001  
(202) 638-1445

Mr. Robert F. Wilcox  
Professor, Graduate School of  
Public Affairs  
University of Colorado  
1100 14th Street  
Denver, Colorado 80302  
(303) 629-2825  
MAIL TO:  
1186D Monroe Drive  
Boulder, Colorado 80303  
(303) 447-8176 (H)

Mr. Aaron Wildavsky  
Department of Political Science  
210 Barrow Hall  
University of California at Berkeley  
Berkeley, California 94720  
(415) 642-2417

Mr. Roger Wilkins  
Associate Editor  
The Washington Star  
225 Virginia Avenue, S.E.  
Washington, D.C. 20061  
(202) 484-5000

Dr. York Willbern  
Professor  
Indiana University  
Bloomington, Indiana 47401  
MAIL TO:  
1404 Longwood Drive  
Bloomington, Indiana 47401  
(812) 332-5804 (H)

Dr. Robert C. Wood  
Visiting Professor  
Harvard Graduate School of Education  
419 Gutman Library  
Cambridge, Massachusetts 02138  
(617) 495-3577

Mr. Don I. Wortman  
Deputy Executive Vice President  
United Way of America  
801 N. Fairfax Street  
Alexandria, Virginia 22314  
(703) 836-7100

Dr. Deil S. Wright  
Professor, Political Science and  
Public Administration  
University of North Carolina,  
Department of Political Science  
Hamilton Hall 070A  
Chapel Hill, North Carolina 27514  
(919) 933-3041 x 275

Dean Paul Ylvisaker  
Graduate School of Education  
Harvard University  
Cambridge, Massachusetts 02138  
(617) 495-3401

Hon. John D. Young  
Professor of Public Management  
American University  
3028 Cedarwood Lane  
Falls Church, Virginia 22042  
(202) 686-2513 (O)  
(703) 241-7863 (H)

Mr. Alfred M. Zuck  
Assistant Secretary of Labor  
Department of Labor  
200 Constitution Avenue, N.W.  
Washington, D.C. 20210  
(202) 523-9086

Mr. Eugene Zuckert  
Zuckert, Scoutt, and Rasenberger  
888 17th Street, N.W.  
Washington, D.C. 20006  
(202) 298-8660

Emeritus Members

Mr. Allen V. Astin  
5008 Battery Lane  
Bethesda, Maryland 20014  
(301) 652-8573

Mr. Robert D. Calkins  
5415 Connecticut Avenue, N.W. #507  
Washington, D.C. 20015  
(202) 362-1823

Mr. L.P. Cookingham  
310 West 49th Street  
Kansas City, Missouri 64112  
(816) 753-4209

Dr. Robert H. Felix  
10501 Indian Wells Drive  
Sun City, Arizona 85351

Dr. James W. Fesler  
Cowles Professor Emeritus of Government  
Department of Political Science  
Yale University - 3532 Yale Station  
New Haven, Connecticut 06520  
(203) 436-8407 (O)  
(203) 865-4075 (H)

Dr. Walter Gellhorn  
Emeritus Professor of Law  
Columbia University  
New York, New York 10027  
(212) 280-2664

Dr. E. Pendleton Herring  
30 Castle Howard Court  
Princeton, New Jersey 08540

Dr. Charles J. Hitch  
President Emeritus  
University of California  
1515 Oxford Street  
Berkeley, California 94709  
(415) 486-5001

Mr. Bert Johnson  
3621 38th Street, North  
Arlington, Virginia 22207  
(703) 524-2710

Mr. Allen D. Manvel  
3001 Veazey Terrace Drive #126  
Washington, D.C. 20037  
(202) 362-1349

Mr. James W. Martin  
Distinguished Professor of  
Economics, Emeritus  
241 Tahoma Road  
Lexington, Kentucky 40503  
(606) 277-3614

Dr. James A. Shannon  
8302 S.W. Homewood Street  
Portland, Oregon 97225  
(503) 292-0437

Mr. Carleton F. Sharpe  
10A West View Drive  
Bloomfield, Connecticut 06002  
(203) 243-0827

Dr. Lloyd M. Short  
Thorne Crest Apartment 203  
1201 Garfield Avenue  
Albert Lea, Minnesota 56007  
(507) 373-2544

Honorary Members

Mr. Frank Bane  
5100 Fillmore Avenue  
Alexandria, Virginia 22311

Dr. LaVerne Burchfield  
Route #2, Box 537  
Chesterton, Indiana 46304  
(219) 926-2790 (O)  
(219) 926-2433 (H)

Mr. Marion Clawson  
5711 Ridgefield Road  
Bethesda, Maryland 20016

Dr. Ernest Griffith  
Editor, (Part-time)  
Westview Press  
1941 Parkside Drive, N.W.  
Washington, D.C. 20012  
(202) 726-5638

Ambassador W. Averell Harriman  
3038 N Street, N.W.  
Washington, D.C. 20007

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The World Bank  
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622 Third Avenue  
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New York, N.Y. 10017

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Washington, D.C. 20008  
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Stein, Roe, and Farnham  
150 South Wacker Drive  
Chicago, Illinois 60606  
(312) 368-7668  
(312) 752-7976

Dr. Edwin O. Stene  
1644 University Drive  
Lawrence, Kansas 66044

Mr. Irvin Stewart  
2939 Van Ness Street, N.W. #921  
Washington, D.C. 20008  
(202) 363-0722

Mr. Conrad L. Wirth  
9633 East Bexhill Drive  
Rock Creek Hills  
Kensington, Maryland 20795